SECURITY INFORMATION

16 October 1951

MEMORANDUM FOR: AD/CD

FROM: CIA Librarian

SUBJECT: CIA Library Services

1. Our CIA Library is running full steam. It's trying hard to stay on top of the avalanche of incoming materials and also keep pace with the demands placed on it by the hundreds of new researchers in the Agency. Although the Library has been able to satisfy the majority of requests it receives, it is aware of an increasing number of delays and disappointments in library service. This is very disturbimg inasmuch as the documentary support service for CIA's intelligence production is centered here. We can, I believe, take steps now which will prevent the situation from growing worse. I have outlined recommended action in this paper.

2. Three main factors account for current weaknesses: (1) we have not been able to fill authorized clerical positions; (2) we have been handicapped by severe space limitations; and (3) we have been asked by other Offices to assume new projects which are beyond our capabilities.

3. The Library staff has given its wholehearted support to our present aim of doing the best with what we have. This has, however, caused us to resort to stop-gap measures and urgent problems have been met only at the expense of routine activities. The result of this succession of crises has been a backlog of clerical routine work which has crippled our ability to give prompt, daily service to all of our customers. Added to this is the deterioration of the space situation in Wing 4. Documents which pour into the Library cannot be retired fast enough by microfilm; therefore, library working space and customer reading room space have steadily diminished. As in "Boyle's Law", when space goes down, pressure and temperature rise proportionately!

4. Work measurement based on performance is the criterion which the Library uses in estimating personnel requirements. For the future, however, it seems wiser that library needs go hand in glove with Agency plans and decisions to up the professional complement in CIA. Every new researcher is a new Library customer. He needs library service when he arrives. To make him wait because of an administrative lag in T/O authorizations imposes a real hardship on him in his Agency work.

5. I have appended a series of recommendations designed to relieve the bottlenecks. With your approval, it is requested that they be considered by the ADs, Personnel, and Management at ██████ forthcoming meeting.

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RECOMMENDATIONS

1. FILL AUTHORIZED LIBRARY CLERICAL POSITIONS AT ONCE. REQUEST PERSONNEL DIVISION TO DIRECT THE NEXT TWENTY-TWO SECURITY CLEARED AGENCY RECRUITS TO THE LIBRARY. (DETAILED LIST ATTACHED)

2. FILL THE FIVE FY 53 LIBRARY CLERICAL POSITIONS AND AUTHORIZE RECRUITMENT OF PROFESSIONALS BY 1 DECEMBER 1951. (DETAILED LIST ATTACHED)

3. PROVIDE 900 SQ. FT. OF SPACE IMMEDIATELY IN L OR K BLDGS. FOR THE ESTABLISHMENT OF THE APPROVED BRANCH OF THE CIA LIBRARY.

4. OBTAIN APPROVAL OR DISAPPROVAL FROM THE RESEARCH OFFICES RE THE FOLLOWING NEW PROJECTS (DESCRIPTIONS ATTACHED):

   PROJECT I   — Microfilming of All Incoming Intelligence Documents.
   PROJECT II   — Bibliographic Survey of Intelligence Collections.
   PROJECT III — Expansion of the Indexing Program for Books and Documents.
   PROJECT IV   — Branch Library Service to OPC.
   PROJECT V   — CIA Library Reference Service.

5. AUTHORIZE RECRUITMENT BEGINNING 15 NOVEMBER FOR POSITIONS REQUESTED IN APPROVED PROJECTS.

6. OBTAIN CONCURRENCE OF OSI, ORR, AND OCI TO INCREASE OCD'S SPACE ALLOTMENT TO ACCOMMODATE NEW PERSONNEL REQUESTED IN APPROVED PROJECTS.

Listed below are the twenty-two Library positions which are now authorized and vacant:

Unit	Positions	Services to be rendered when on duty
Analysis Branch	8 GS-4 Lib. Assts.	These typists will convert document abstracts received from the Offices into Intellofax index cards.
Book Branch	1 GS-3 Clk. Typist 2 GS-5 Edit. Clks.	This person is scheduled to convert Office book and periodical orders into purchase requests to the publisher. To select clippings from English-language newspapers and periodicals according to requirements submitted by all Offices.
Document Branch	1 GS-4 Mail-File Clk. 2 GS-3 Mail Clks. 2 GS-4 Lib. Assts.	These clerks are needed to speed up the processing operation for incoming documents. One at the intake point to sort material as it arrives, another two to type preliminary cataloging information on mats, and the other two at the distribution point to assist in the delivery of documents to the Offices.
Reference Branch	1 GS-5 Lib. Asst. 1 GS-4 Lib. Asst. 4 GS-3 Lib. Assts.	These clerks help out in the Files and Circulation Sections. They locate, charge-out, and recall books, documents, and periodicals requested on loan by the Offices. They are also involved in the inter-library loan process. (The Files and Circulation Sections have been averaging 5,500 completed actions per month. The number of requests received, however, has been running higher and is rising steadily as new researchers come on deck. A status check made on 9 October of outstanding requests in the Section indicated that 4,337 requests were in the mill. Present "on duty" Section strength cannot possibly keep up with the workload.)

(RECOMMENDATION 2)

Listed below are the five clerical positions requested for FY53:

Reference Branch	4 GS-4 Libr. Assts.	For duty in the Files
	1 GS-3 Libr. Assts.	and Circulation Section.

Listed below are the fourteen professional positions requested for FY53:

Document Branch	1 GS-9 Librarian 2 GS-7 Librarians	To monitor the Batch System. Their job will be to cull out material from the Batch System which does not rightfully belong in it; and, to improve the quality of the preliminary cataloging now done on mats.
Analysis Branch	1 GS-12 Editor 3 GS-9 Lib. Analysts 4 GS-7 Lib. Analysts	To increase the number of current documents indexed by 30%; and, to edit, revise, and keep current the CIA Intelligence Subject Code.
Book Branch	1 GS-7 Cataloger 2 GS-5 Catalogers	To catalog enclosures to intelligence documents and catch up on the backlog of foreign language titles on hand in the Agency which have never been cataloged.

(RECOMMENDATION 4)

PROJECT I – MICROFILMING OF ALL INCOMING INTELLIGENCE DOCUMENTS

The CIA Library wishes to offer maximum services to all Offices. It is now faced with the dilemma of coalescing two variations in point of view as to these services. On the one hand, some of the library users insist on an inviolate set of documents in the Library at all times. On the other hand, some insist on the availability of library materials to their respective Offices upon demand. These conflicting views now reach the Office level.

The Library proposes that it microfilm all intelligence documents currently received, keeping a copy of the document as well as the microfilm. The microfilm would be available at all times both for viewing purposes ~~and~~ *and* ~~as well as~~ for reproduction in ~~such~~ *these* cases whe~~re~~ the requestor ~~wishes to~~ *requires a* ~~retain a~~ copy. The document itself will be a Reference Copy available on loan for a period not to exceed one week. Single copy originals will be the only Library Reference Copies that will be routed on initial dissemination.

To attain this type of optimum service, the CIA Library estimates the following additions to its current table of organization:

No.	Grade	Title	Duties
1	GS-9	Chief	To supervise the Section.
2	GS-5	Camera Operators	To run the cameras.
1	GS-5	Film Processor	To process the film in the Library.
1	GS-4	Film Inspector	To inspect completed film.
2	GS-4	Index Clerks	To index film for control purposes.
2	GS-4	Preparation Clerks	To prepare the documents for microfilming.
2	GS-4	Assembly Clerks	To assemble the documents after filing.

The project presented is URGENT. Approval should be given as soon as possible, provided all Offices concerned agree that the solution will yield the service desired.

(RECOMMENDATION 4)

PROJECT II - BIBLIOGRAPHIC SURVEY OF INTELLIGENCE COLLECTIONS

DISCUSSION: The concept of "central intelligence" has given rise
to the development of highly specialized methods and techniques for
intelligence research. Most scientific and educational research work
generally begins with a survey of the major bibliographic sources in
the subject field. In intelligence this is not yet possible. There
is no guide or checklist to the documentation resources and facilities
of the several intelligence agencies; there is no basic reference tool
for intelligence materials; and there is no bibliographic service
available to CIA researchers to which they can turn for information on
the documentary resources in special libraries in the United States.

CIA researchers have repeatedly requested that a project be
initiated to organize bibliographic sources of information of interest
to intelligence. They believe that such a project is extremely impor-
tant to their work because it will shorten the time they now spend
investigating "hearsay" sources and provide them with a comprehensive,
well-focused approach to available documentary materials.

The Reference Branch of the CIA Library as much as it is in
sympathy with the project cannot now, or in the forseeable future,
undertake a special project of this type with its assigned staff. To
do the job and do it well would take the services of an additional
six (6) Reference Librarians of GS-11 calibre.

PERSONNEL REQUIRED: (6) GS-11 Reference Librarians

~~SECRET~~

(RECOMMENDATION 4)   SECURITY INFORMATION

PROJECT III -- EXPANSION OF THE INDEXING PROGRAM
FOR BOOKS AND DOCUMENTS

<u>Documents</u>: Certain non-current material received by the Library
has never been indexed. An estimated 10,000 documents represent the
last vestige of older material that should be coded, but have of necessity
been relegated to secondary importance. To completely index these, we
need one Library Analyst.

The Library receives currently many serial publications of intelli-
gence interest. Some of these are: USFA Intelligence Summary, Federal
Reserve Review of Foreign Developments, Army Weekly Intelligence Report
and the ONI Monthly Review. ~~Our Analysis Branch wants to prepare a~~ *There is need*
for a New York Times-type of index to this category of material, ~~on a current~~ *maintaining*
basis. To do this, we need two Library Analysts and one Clerk-Typist.

Indexing of the non-current material and of intelligence serial
publications would complete a well-rounded indexing program by the
Library. We would then be in a position to cut down the number of
sources to which the research analyst would have to go in order to get
an answer to his problem.

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PERSONNEL REQUIRED: Documents: (2) GS-9 Library Analysts
                                       (1) GS-4 Clerk-Typist

                        Books: (2) GS-7 Catalogers

(RECOMMENDATION 7)   SECURITY INFORMATION

PROJECT IV - BRANCH LIBRARY SERVICE TO OPC

In a memorandum from the AD/SO to the AD/CD dated 6 February 1951, it was recommended that the CIA Library render documentary support service to OSO by establishing a Branch Library in the L-K Bldg. area. Subsequently, the principle was concurred in by Management and two positions were allocated to the Library for this purpose.

The Library then set out to acquire the necessary reference materials, library equipment, and professional librarians for a Branch Library in the L-K Bldg. area. On 15 April 1951 it was ready with books, equipment, and people, but due to the unavailability of space, implementation of the plan was not possible.

With the physical integration of corresponding units in OSO and OPC, it is clear that the Branch Library requirements for the L-K Bldg. area have changed since last February. Accordingly, it is requested that two positions be added to the Branch Library complement in order that the Library may render service to both Offices.

          PERSONNEL REQUIRED: (1) GS-7 Librarian
                               (1) GS-5 Librarian

(RECOMMENDATION)

PROJECT V - CIA LIBRARY REFERENCE SERVICE

The Library has developed its Reference Branch, particularly the Information Section, along the lines of bibliographical service. Therefore, we are now capable of directing researchers to a book, document, passage, etc., where certain information may be found. The next step is up to the researcher; he consults the reference and synthesizes his report.

CIA researchers have requested that the Library expand present facilities so that Library personnel could perform the synthesis step for them. The proposed Reference Service would operate like the Legislative Reference Service at the Library of Congress. The Legislative Reference Service serves Members of Congress and handles requests for information that range from comprehensive studies to simple citations.

The Staff of the proposed CIA Library Reference Service would be composed of top-flight reference experts preferably with a Ph.D. in a subject field. They would be specialists in science, economics, international affairs, and Russia, and would provide consultant service to the users of the Library.

PERSONNEL REQUIRED: (6) GS-13 Librarians